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Forest Service

**Forest Health Technology  
Enterprise Team**

Fort Collins,  
Colorado 80524

FHTET 96-06

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**Forest Health Technology Enterprise Team**

# **Operating Guidelines**



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# FOREST HEALTH TECHNOLOGY ENTERPRISE TEAM: OPERATING GUIDELINES

## INTRODUCTION

The Forest Health Technology Enterprise Team (FHTET) was created by the USDA Forest Service's Deputy Chief for State and Private Forestry in February 1995 to deliver forest health technology services to field units and State and private partners in support of the Forest Service's land ethic: "promote the sustainability of ecosystems by ensuring their health, diversity, and productivity."

FHTET has dual functions. The central component (or core) consists of activities that support the Forest Service in meeting its legal mandate in the protection of forest health. An entrepreneurial component is being developed in a manner to ensure that the team becomes a forest health technology service provider on a competitive and cost-reimbursable basis.

This document continues the definition and elaboration of the Forest Health Technology Enterprise Team (FHTET) mission, goals, and operating procedures. This document describes how FHTET will be organized and run (both as interim and target organizations), and outlines the rights and responsibilities of FHTET members as these relate to the business of the team.

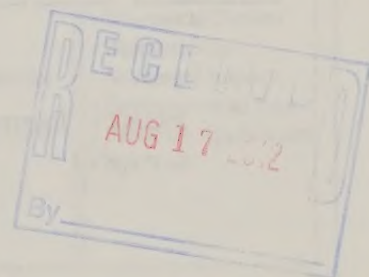
## MISSION

To foster the development and use of technologies to protect and preserve the health of America's forests.

## OPERATING PRINCIPLES

The Forest Health Technology Enterprise Team will move away from the classic bureaucratic structure toward the self-managed team concept described in the Forest Service Reinvention plan (Executive Summary: December 1994). This team organization will:

- focus on customer needs.
- emphasize entrepreneurial approaches to funding
- emphasize teamwork and shared leadership,
- streamline the approval process,
- eliminate excessive layers of supervision,
- improve accountability and reporting,
- optimize the utilization of human and technical resources,
- empower individuals and teams,
- encourage individuals to make and honor commitments,
- encourage boundariless thinking,
- emphasize formation of integrated/cross-disciplinary teams, and
- support decision authority at the all levels.





## GENERAL PROGRAM WORK AREA

The following reflects the Forest Health Technology Enterprise Team's general program work areas:

Information Services	Information retrieval, information letters (e.g., Timely Tips, FSCBG Technology Transfer Letter, FHTET Newsletter, database construction)
Technical Support Services	Technical consultations, model runs, airborne video, photo missions, data visualization, photointerpretation
Training and Education	Certification and continuing education programs, FS national training, skill refresher courses, manuals
Technology Development	FHP Technology Development Program, National Agricultural Pesticide Impact Assessment Program, model development, hardware development, software development
Methods Improvement	Biological control, biopesticides, nontarget impact studies, environmental fate studies

## ORGANIZATION

The following organizational description arose as a result of our efforts to refine processes for developing and servicing forest health technology needs identified by our customers while developing tactical/strategic plans for the Methods Application Group (MAG), the National Center of Forest Health Management (NCFHM), and the Pesticide Application Technology Group (Davis). Figures 1 through 3 illustrate the transformation from the current organizational structure to a streamlined organization of the future for delivering integrated forest health technology development.

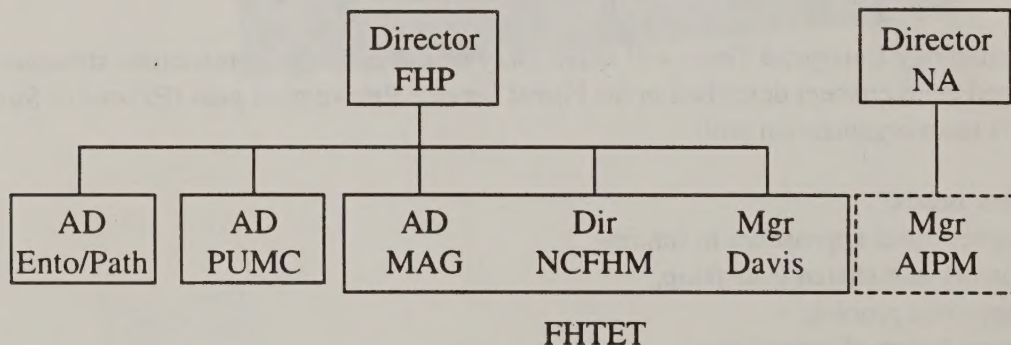


FIGURE 1. EXISTING FOREST HEALTH TECHNOLOGY SERVICE ORGANIZATION.



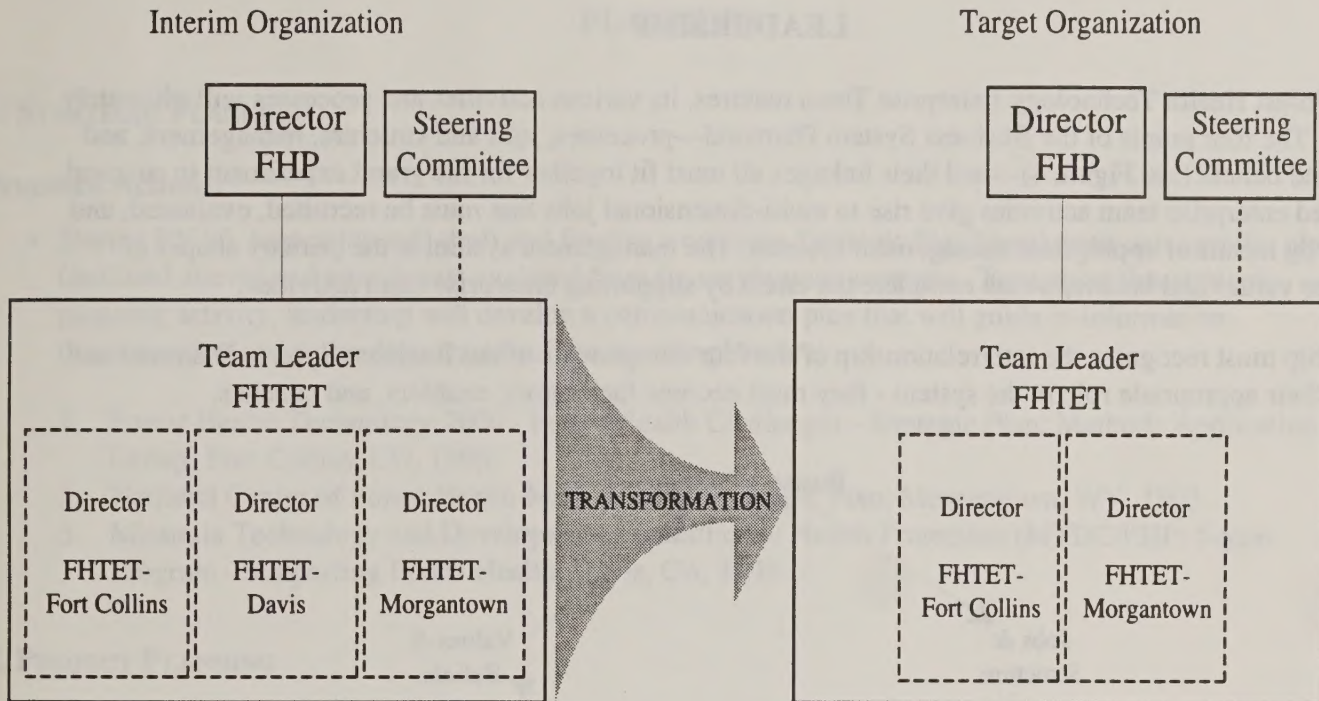


FIGURE 2. FHTET LEADERSHIP TRANSFORMATION FROM INTERIM TO TARGET ORGANIZATION.

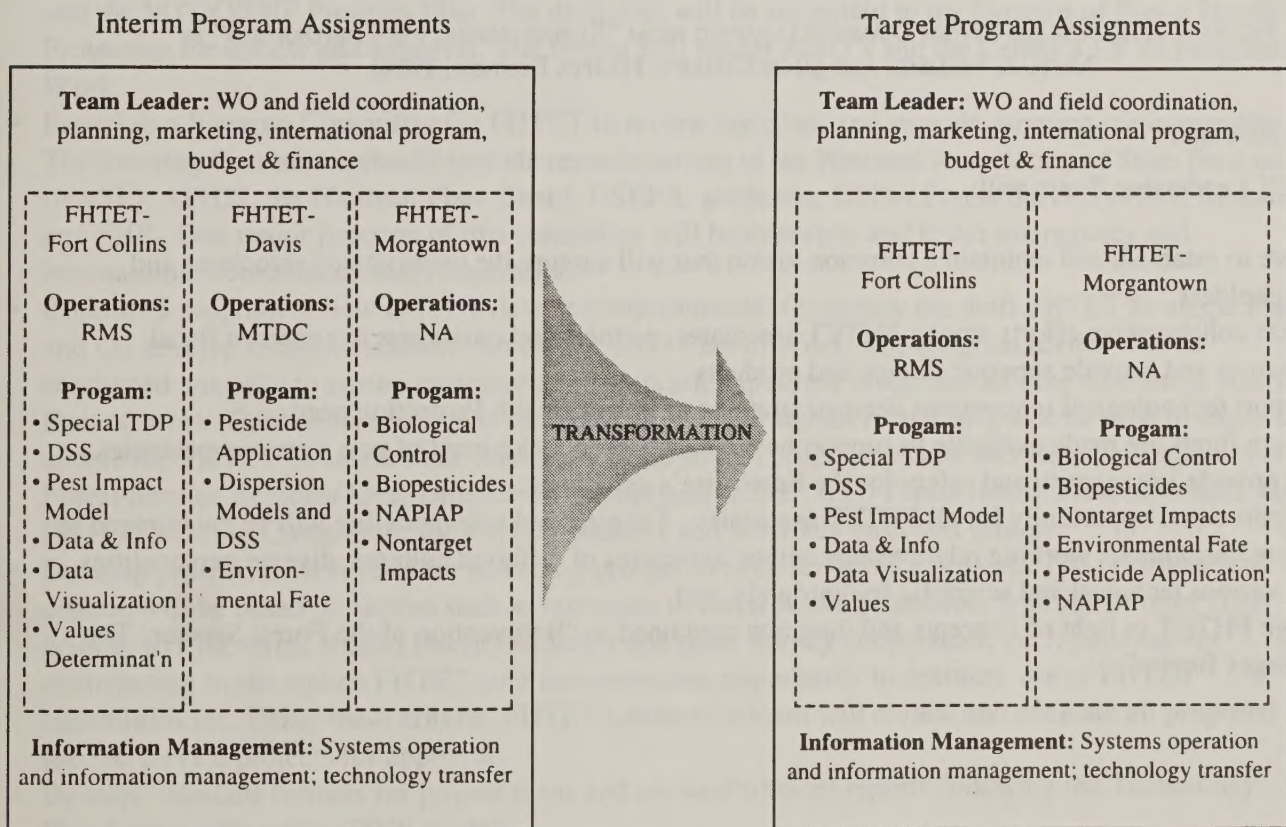


FIGURE 3. FHTET PROGRAM ASSIGNMENTS FROM INTERIM TO TARGET ORGANIZATION.



## LEADERSHIP

As the Forest Health Technology Enterprise Team matures, its various activities and processes will ultimately change. The four points of the Business System Diamond—processes, jobs and structure, management, and values and beliefs (see Figure 4)—and their linkages all must fit together for the grand experiment to succeed. Integrated enterprise team activities give rise to multi-dimensional jobs that must be recruited, evaluated, and paid for by means of appropriate management systems. The management system is the primary shaper of employee values and beliefs, which complete the circle by supporting enterprise team activities.

Leadership must recognize the interrelationship of the four components of the Business System Diamond and assume their appropriate role in the system - they must become facilitators, enablers, and coaches.

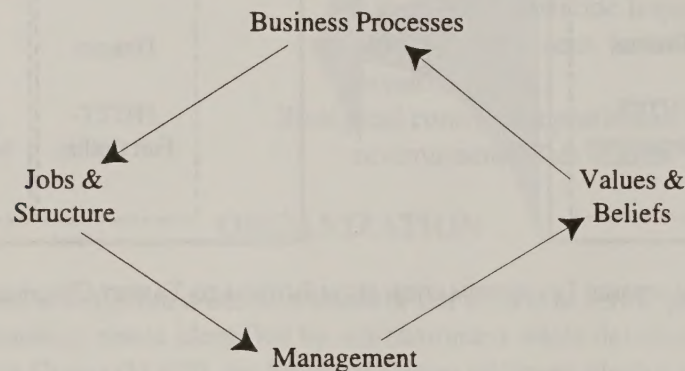


FIGURE 4. THE BUSINESS SYSTEM DIAMOND (ADAPTED FROM "REENGINEERING THE CORPORATION" BY MICHAEL HAMMER AND JAMES CHAMPY: HARPER BUSINESS, 1994).

### Proposed Actions:

The FHTET Leadership Team will:

- Strive to establish and maintain a common vision that will capture the creativity of associates and stakeholders;
- Foster collaborative efforts among FHTET associates, partners and customers to conserve fiscal resources and provide superior service and products;
- Support technological innovations deemed strategic to Forest Health Protection needs;
- Ensure funds are made available to support new enterprises, development of new core competencies, and provide job security and safety for the Enterprise's associates;
- Support equal opportunity for all FHTET associates. Training and role modeling will be encouraged to ensure harmonious working relationships among associates of different cultures, diverse personalities, and various technical and scientific backgrounds; and
- Forge FHTET in light of concepts and direction contained in "Reinvention of the Forest Service: The Changes Begin."



## PLANNING

### 1. STRATEGIC PLANNING

#### Proposed Actions:

- During FY 96, leadership will draft and finalize a common Strategic Plan based upon unit specific plans (outlined above) and new thrusts captured from future planning sessions. To support this strategic planning activity, leadership will develop a communication plan that will guide in information dissemination and technology transfer. The specific plans are:
  1. Forest Health Technology 2000 - Forest Health Challenges - Strategic Plan; Methods Application Group, Fort Collins, CO, 1995.
  2. National Center of Forest Health Management - Strategic Plan; Morgantown, WV, 1993.
  3. Missoula Technology and Development Center/Forest Health Protection (MTDC/FHP) 5-year Program - Supporting Forest Health; Davis, CA, 1995.

### 2. PROJECT PLANNING

#### Proposed Actions:

- Draft FY 1996 Plan of Work for the "core" program from the programs of work contained in the Forest Health Technology 2000 Strategic Plan, National Center of Forest Health Management's Strategic Plan, and the MTDC/FHP Program Plan. The draft plan will be submitted to the Director of Forest Health Protection for review and approval. The format will mirror MAG's and the Center's FY 95 Programs of Work.
- Establish a Steering Committee for FHTET to review our plans and provide program recommendations. The Steering Committee should include representatives of the National Association of State Foresters (NASF), APHIS, the National Plant Board, USEPA, academia, USDA Forest Service's NFS, Research, and FHP. One major function of this committee will be to review and foster interagency and international coordination and cooperation.
- Conduct a program review to (1) review accomplishments, (2) review the draft FHTET Strategic Plan, and (3) develop recommendations for the FY 1997 Plan of Work. The program review will be conducted annually to ensure customer comments and inputs are integrated into the next fiscal year's Plan of Work. Comments and inputs received during the program review will also be used to adjust and update the FHTET Strategic Plan. Attendees at the annual program review include representatives of all Forest Service Regions/Area, Director of Washington Office (WO) Forest Health Protection staff, the FHTET Steering Committee, and FHTET partners and other key customer groups.
- Develop prioritization criteria for screening prospective fee-for-service projects. The prioritization criteria will be based on factors such as relevance to forest health protection, type of customer (first priority to FHP units, second priority to States and other agency cooperators, etc.), potential for contributing to strengthen FHTET core competencies, opportunity to optimize use of FHTET capabilities etc. Using these criteria, FHTET Leadership team will review and evaluate all proposed fee-for-service projects for approval.
- Develop standard formats for project plans and accomplishment reports following the Technology Development Program (TDP) models.

Figure 5 is a diagram illustrating the project selection process.



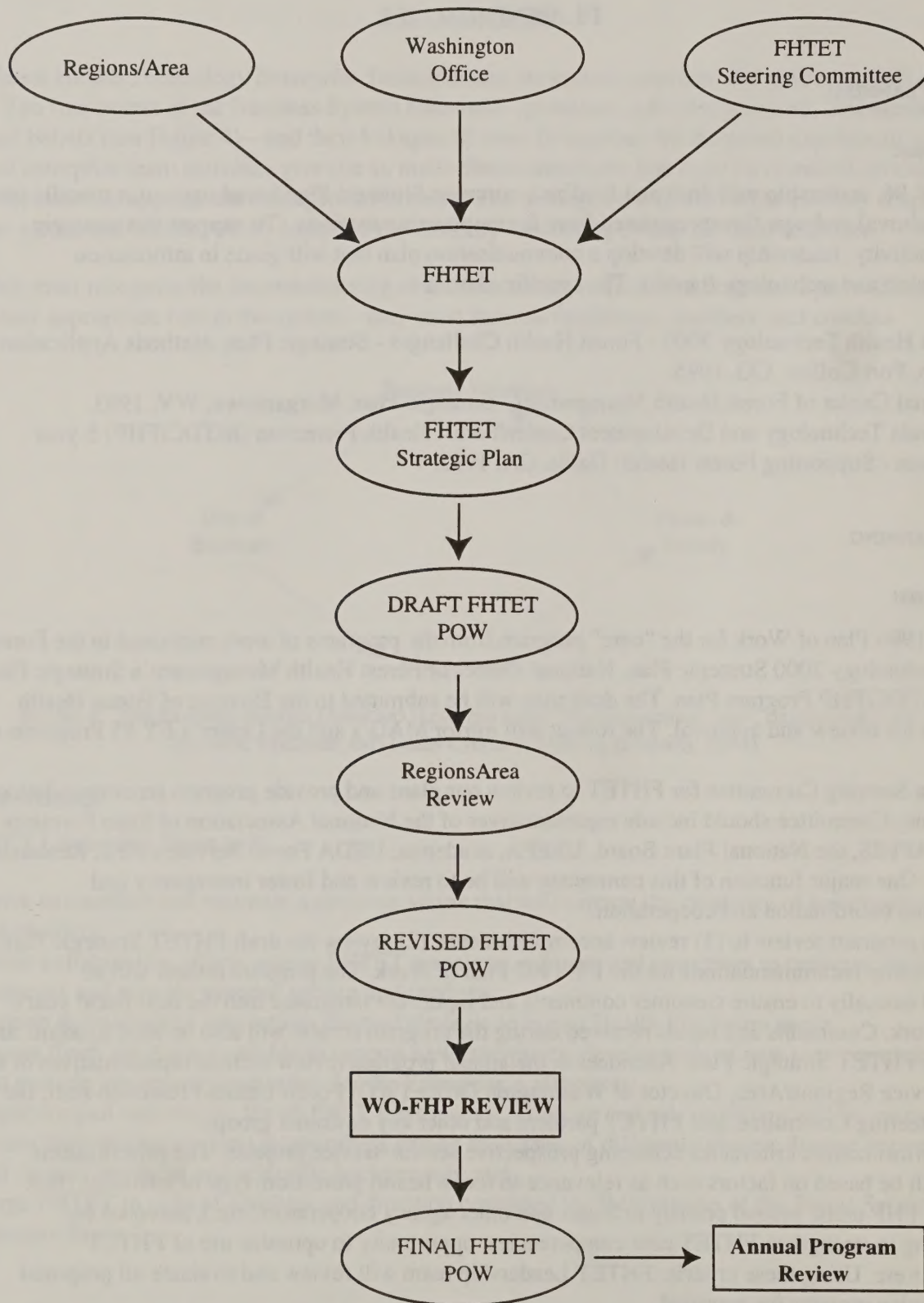


FIGURE 5. FHTET PROGRAM OF WORK DEVELOPMENT PROCESS.



## **CUSTOMERS**

### **Proposed Actions:**

FHTET Leadership and team members will enhance our potential customer's list, including, but not limited to, the following prioritized potential customers:

1. Washington office, Forest Health Protection,
2. Forest Health Protection field staffs,
3. Other Forest Service units,
4. State Forest Health Protection units,
5. Other federal agencies with Forest Health Protection needs,
6. Other federal natural resource management agencies, and
7. International natural resource management agencies.

FHTET team members will try to give customers:

- a customized and timely response to their specific requirements,
- a working relationship over which they have some control,
- a single contact that they choose even if different teams are involved, and
- a positive approach in all interactions.

## **ASSIGNMENT OF PROJECT PERSONNEL TO TEAMS**

Each project, core and fee-for-service, will be managed by a project leader. The project leader will be assigned by the FHTET Leadership Team based on the following considerations:

- Professional capabilities
- Customer preference
- Technical capability match
- Originator of the project
- Track record of associates
- Work load distribution
- Personality match between project leader and customer
- Enthusiasm for the project

Any associate (including members of the FHTET Leadership Team) may serve as a project leader or a project team member. The project leader, once assigned, will be responsible for coordinating with other team members, developing the budget plan, and maintaining the activity schedule. Each project leader is responsible for recruiting team members. FHTET associates have the freedom to choose projects to participate in. With this freedom, associates are responsible for allocating their own time and avoid schedule conflicts. Project leaders are accountable to the FHTET Leadership Team.



## **PERFORMANCE EVALUATION**

Employees' roles in FHTET self-directed teams will change from controlled to empowered. Leadership will invest teams with the responsibility of an entire project and give them the authority to make decisions needed to accomplish the desired outcome.

In the changing world of technology development, it is impossible to hire people who already know everything they are ever going to need to know. Consequently, continuing education will be critical. Leadership will encourage and emphasize continuing education for all employees: employee training will increase their skills and competence to accomplish a particular job, and education will increase their insight and understanding and provide the judgemental ability to decide what job(s) needs to be done.

The performance evaluation of FHTET associates and project leaders will be done by the Leadership Team on a 360-degree evaluation process, using inputs from relevant FHTET Center Directors, project leaders, project team members and customers.

The Leadership Team will base performance measurements on value created by employees and rewards will take the form of bonuses (monetary and other forms of recognition). We will reward for performance and promote for ability.

## **BUDGET AND FISCAL**

The FHTET Leadership Team will implement creative budget and fiscal management processes to:

- Negotiate with operation service provider and FHTET associates to assess charges for operation services to project funds, and
- Implement a FHTET fee-for-service assessment that will be carried in a special account administered by the FHTET Leadership Team to be used to strengthen and further develop the Enterprise Team's capabilities.
- Encourage partnerships in which project costs are shared.

## **CONTRACTING AND SUPPORT SERVICES**

The FHTET Leadership Team will negotiate a contract to provide services (personnel, budget and fiscal, and contracting). Individual FHTET Unit Directors are responsible for negotiating support services from local service providers.

## **SUMMARY**

In summary, we feel that the Bill of Rights and Responsibilities of the Intelligent Organization, as presented by Gifford and Elizabeth Pinchot in their reengineering book "The End of Bureaucracy & The Rise of the Intelligent Organization," captures the essence of the operating guidelines for the Forest Health Technology Enterprise Team:



## *BILL OF RIGHTS AND RESPONSIBILITIES OF THE INTELLIGENT ORGANIZATION*



### RIGHT TO

### RESPONSIBILITY TO

#### I. Freedom of Expression

Freedom of speech	Tell the truth, the whole truth, and
Freedom of press and E-mail	nothing but the truth
Freedom of the arts	Appreciate and bring out the many sides
Privacy in communications to every issue	See the good in others and express it

#### II. Freedom of Learning

Freedom of inquiry	Be curious, persistent, and aware
Full business information	Learn from past failures and successes
Develop one's knowledge and competence	Develop multiple skills
	Keep learning and growing

#### III. Freedom of Work

Choice of projects and teams	Commit to something worthwhile
Choice of customers	Act with courage and integrity
Intra-ownership of tools	Respond to the needs of the whole system

#### IV. Freedom of Intraprise

Live by customers decision	Live within your means
Intra-ownership of intraprisers	Give fair measure
An internal medium of exchange	Work for the good of the larger system
	Deliver on promises

#### V. Freedom to Work as Teams

Freedom of team decisions	Achieve team goals
Freedom to choose teammates	Make good team decisions
Joint intra-ownership	Care for teammates
	Joint responsibility and rewards
Recruit and treat teammates without bias	Build the capabilities of every member

#### VI. A Community of Differences

Full membership in the organization	Neither show nor tolerate bias or prejudice
A community that cares for your welfare	Balance self-interest against the common good
An ethical organization	Work toward worthwhile common vision and values
	Find value in diversity



*BILL OF RIGHTS AND RESPONSIBILITIES OF THE INTELLIGENT ORGANIZATION (CONTINUED)*

## RIGHT TO

## RESPONSIBILITY TO

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VII. Justice and the Rule of Law

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Freedom within the law

Obey the law

Due process

Work to establish good law

An independent judicial system

Avoid self-serving rules and entitlements

A jury of peers

Fight injustice

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VIII. Democratic Self-Rule

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Local self-management within bounds

Listen to others

Participation in designing the larger

Educate oneself on whole-system system realities

Stand for what one believes

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IX. Freedom of Network Connections

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Freedom of association

Make commitments wisely

Freedom of choices

Deliver on one's commitments

Freedom to make and honor commitments

Use others' time wisely

Serve the larger community

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X. Limits on Internal Government

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Support the rights of every member

Use incentives, not mandates, whenever possible

Constitutional limits on internal taxation

Be farsighted

A government that guides the system

Reward service to the whole

Push decisions to the lowest possible level

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